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# Building the Business Case for IT Projects

## High Value Solution in a Recession

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## Who's Here?

- Role:
  - Developers
  - IT Managers
  - Other IT
- Project Size
- Organization:
  - In-house Enterprise IT
  - Software Company
  - Consulting - Contractors
  - Independents

## Who Pays?



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2

## The Keys to Sustainable Return (People, Process, and Technical Excellence)

- Quick Payback on lasting solutions
  - Short project cycles – Rapid deployments (Used)
  - Iterative planning and continuous adaptation
  - Concentrate on critical processes and most challenging gaps (low hanging fruit/high-grading)
- Separate organizational from technical issues
  - Resolve priority design and readiness issues early
- Integration – Whole-systems Design
  - Optimize across silos & to suppliers and customers



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3



## Quick Cycle Times



- Solve today's problems now
  - Before the world moves away from your solution
  - Deploy what is most valuable to users



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4





## Quick Cycle Times



- **ROI= Revenue (Savings)-Investment**  
(as a % of the total investment)  
(time weighted)  
– Accuracy?
- **Can IT be a Revenue Generator**  
not just a cost center?

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5



## Pragmatic Product Management

- **What problem are you getting paid to solve?**
- **Project Roadmap (integrated big picture)**
- **Break large projects into minimum usable features, manage by pull (reprioritize)**
- **Prioritized Backlog by ROI (for the user!)**
- **Increased, more frequent user feedback**
- **PrM (direct to customer) vs. PrO (internal)**

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6



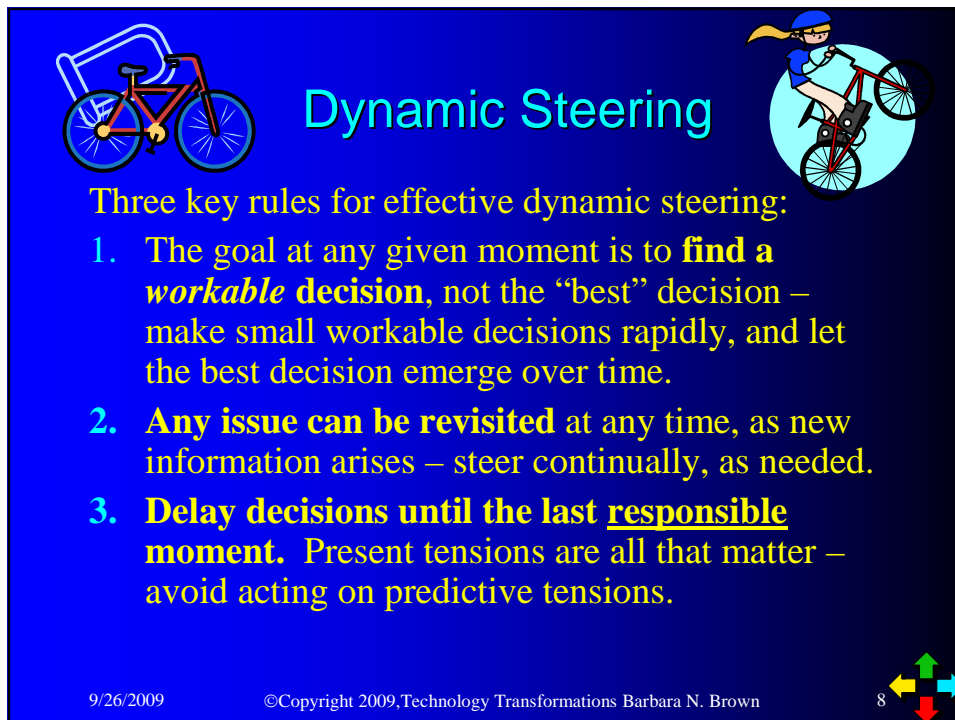


**Agile/Scrum**

- Disciplined approach to Uncertainty
- A defined process to deal with complexity and drive coherence
- Allocates resources to high value work
- Fast feedback loops
- Reduce churn – better decisions
- Predictable schedules
- Improve product development cycles

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The slide features a blue background. In the top left, there is a graphic of a globe with a large question mark. In the top right, a cartoon character is shown running with a question mark above their head. On the right side, there is a graphic of a laptop with a question mark on its screen, surrounded by other office-related icons like a printer and a folder. At the bottom right, there is a small graphic of four colored arrows (yellow, green, red, blue) pointing in different directions.



**Dynamic Steering**

Three key rules for effective dynamic steering:

1. The goal at any given moment is to **find a workable decision**, not the “best” decision – make small workable decisions rapidly, and let the best decision emerge over time.
2. **Any issue can be revisited** at any time, as new information arises – steer continually, as needed.
3. **Delay decisions until the last responsible moment.** Present tensions are all that matter – avoid acting on predictive tensions.

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The slide features a blue background. In the top left, there is a graphic of a bicycle. In the top right, a cartoon character is shown riding a bicycle. At the bottom right, there is a small graphic of four colored arrows (yellow, green, red, blue) pointing in different directions.

## Lean Processes - Optimization

- In the Business Process being supported
  - Do NOT hard code a broken process
- In the software development life cycle
  - Every activity is of value to the business
- In software maintenance/troubleshooting
  - Proactive Prevention – contingency plans
  - Fix it right the first time – at the root cause

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9



## Lean Thinking

- Have an integrated systems approach
- Use a Pull approach
- Eliminate activity with no user value
- Provide a Complete Solution
- Give the end-user exactly what he needs, when he needs it, where he needs it
- Assess end-to-end total cost/value of ownership
- Metric is consumption (use) NOT deployment



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10



## Solve my Problem Permanently

- The problem changes
- The technology changes
- The users may change
- **Solutions must continually morph**
- The Agile Product Backlog cycle never ends
- Reprioritize and attack the priority issues
- A software project is never completed?



Lean Solutions: How Companies and Customers Can Create Value and Wealth Together by James P. Womack and Daniel T. Jones, The Lean Enterprise Institute, Inc.

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11



## Value Stream Mapping

- **Remove Delays – Waste!**
  - Waiting for approval/response
  - Decisions too early
  - Long time to detect mistakes
- **Move critical items earlier**
  - Testing too late
  - Integration too late
- **Validate common code & Reuse**
  - **Common Variability Analysis (CVA)**



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12



## Value Stream Mapping

- Batch work is not a good solution
  - High WIP (adds cost, delays deployment)
  - Adds Features/Tasks not really needed  
Over engineered
  - Doing early causes lost knowledge during wait



Some answers:

- Co-location
- Work on fewer things
- Look outside current silo for delay & cost

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13

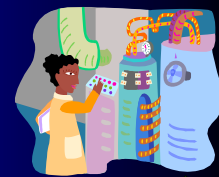


## Whole Systems Planning

- Analyze across Silos - Integration
- Don't push work to others
- Deal directly with complexity
- Expect to adapt as you go
- Involve all stakeholders (users!)



- Value Driven
- Collaborative



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14



## References

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15



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